

Vacancy Announcement Number: EPA-Exec-2017-0004
Senior Executive Service Candidate Development Program
Closing Date: November 16, 2016

Application of:

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QUALIFICATION HIGHLIGHTS

- ❖ Proficient, resourceful leader with more than 27 years of experience in strategic planning, performance management, financial stewardship, information management, data analysis and employee development
- ❖ Highly regarded for management and leadership skills, serving as a positive influence for leading change and professional business acumen, through service in multiple diverse organizations
- ❖ Known for driving organizational results and efficiencies, while maintaining focus on integrity, accountability, and excellence in service
- ❖ Partnership builder, expands participation and diversity to facilitate inclusion

MOST RECENT MANAGEMENT EXPERIENCE

Deputy Assistant Regional Administrator **March 2014 – Present**
(Deputy Division Director/Program Manager), GS-15

Office of Policy and Management, Environmental Protection Agency - Atlanta, GA

- Exercises managerial leadership to the Region, providing strategic planning, program direction, oversight, and administrative management of all components of the regional office.
- Directs resource management activities (grants and acquisition management, human capital management, budget and finance), information management (technology and cybersecurity, records management, Freedom of Information Act) and infrastructure support (facilities management, Occupant Emergency and Continuity of Operations Planning, physical security) within EPA, Region 4 - Atlanta
- Implements programs consistent with overall Regional and national objectives, Agency policies, and Federal statutes and regulations.

Assistant Regional Administrator **August 2016 – September 2016**
(Division Director, 2 Details: SES Position) **May 2015 – September 2015**

Office of Policy and Management, Environmental Protection Agency - Atlanta, GA

- Directed and oversaw resource allocations; policy, standards, regulations, and legislative analysis and development processes and its implementation; program management and evaluation activities, provided planning and management advice and services; and administrative management support to EPA, Region 4 – Atlanta
- Senior Resource Official, responsible for resource management in acquisition, assistance, and financial management offices. Ensured appropriate and effective systems, procedures, controls, communication, and outreach programs were in place for prudent fiscal resource management. Reviewed and approved resource management documents in accordance with Federal and Agency requirements.

- o Senior Information Official, responsible for information and technology management. Ensured security of systems and access to local area network. Approved major purchases of Information Resources Management (IRM) equipment and held responsible for IRM functions.

Chief, Information Access, Integration and Systems Branch **October 2011 - January 2014**
(Program Management Officer), GS-15 **July 2008 – September 2010**

Office of Policy and Management, Environmental Protection Agency – Atlanta, GA

- o Managed regional strategic planning, performance management and accountability, international environmentalism, data management and analysis, performance partnership and tribal grants, records management, Freedom of Information Act activities, and Continuous Improvement Program.
- o Managed evaluation and reporting of 133 environmental commitments and targets in eight Southeastern states in accordance with the Agency's Strategic Plan; concurrently, executed state and tribal grants (totaling over \$70M for FY 2014).
- o Built coalitions with International Delegations and managed regional international activities and travel abroad.
- o Established records management procedures and directed response management of Freedom of Information Act requests (866 in FY 2014 with only 4% backlog, national goal of 20%).
- o Oversaw regional management efficiency/continuous improvement initiatives intended to reduce costs, save time, and/or labor consumption (over \$700K savings for FY 2014).
- o Managed over 350 geospatial, environmental, and health related datasets used in analytical studies supporting regional priorities and goals.

Comptroller/Office of Budget and Acquisition Management **October 2010 – October 2011**
(Detail: Supervisory Financial Manager), GS-15

Office of Policy and Management, Environmental Protection Agency – Atlanta, GA

- o Provided high level advisory services on budget operations, acquisition, and small business programs.
- o Executed regional budget of over \$600 million and held fiduciary responsibility for managing congressionally appropriated funds.
- o Supported 1,052 Full-time Equivalent employee positions during FY 2011.
- o Administered funding allocations, evaluated expenditure levels, and ensured financial policies and Federal Acquisition Regulations were implemented and followed.
- o Procured goods and services through contracts and other acquisition mechanisms to meet regional mission support needs.
- o Advised the EPA Office of the Chief Financial Officer on matters of interest to Regional Comptrollers.

Chief, Grants, Finance, and Cost Recovery Branch, GS -15 April 2008 - June 2008

Chief, Grants, Finance and Cost Recovery Branch (Detail) October 2007 - February 2008

Office of Policy and Management, Environmental Protection Agency– Atlanta, GA

- o Planned, directed and coordinated grants and interagency agreements management, financial management, and Superfund cost recovery activities.
- o Exceeded Deputy Administrator's timeliness performance measure by awarding over \$33 million in continuing environmental grants in FY 2008, 1st Quarter.
- o Met or exceeded all Chief Financial Officers and Senior Resource Officer Performance Measures through proficient leadership or people and effective programmatic oversight.

Special Assignment Details

Program Management Officer, GS-14

March 2008 – April 2008

(Direct Report to the Assistant Regional Administrator)

April 2007 – October 2007

Property Management Review.

- o Performed a comprehensive review of Region 4's property management and internal control procedures.
- o Resulted in fully documented, written report which identified vulnerable areas, and made recommendations for process improvements. Management hired a permanent, Regional Property Management Officer.

Human Capital Initiative.

- o Led region-wide effort in support of Agency's Human Capital Initiative in support of "A Stronger EPA" to enhance regional operations.
- o Developed framework for the Senior Human Capital; Officers Board of Advisors and analyzed feedback results from 180 employees.

Chief, Finance and Cost Recovery Section (Detail), GS-14 October 2006 - April 2007

Chief, Cost Recovery Section, GS-14 March 2005 - October 2006

Supervisory Accountant, GS-0510-14 (Detail) December 2003 – March 2004

Office of Policy and Management, Environmental Protection Agency– Atlanta, GA

- o Directed a comprehensive financial management program ensuring effective oversight of Region 4 fiscal resources with a staff of 20 financial professionals.
- o Evaluated the Region's financial performance for consistency with EPA policies, Office of the Comptroller policies, Chief Financial Officer's Act, General Accounting Office Requirements, and Office of Management and Budget guidelines.
- o Recovered over \$5.4 million in Calendar year 2006 from Superfund oversight billings.
- o Responded to Congressional inquiry on library costs, assessed and validated Region 4 total library cost of \$1.8 million in Fiscal years 2002 – 2006.

EXECUTIVE CORE QUALIFICATIONS

LEADING CHANGE

As Senior Resource Official, one of my primary objectives was to ensure proper utilization of regional resources. Aligning my objectives to strategic sourcing, I led the first ever transformation of the Regional Office Supply functions to downsize the supplies inventory to more effectively use financial and personnel resources; and, improve the quality of services and products provided to the region. Managers and employees were wrought with skepticism, to include some Regional Deputy Team members, and resisted the change. Utilizing briefings and focus groups I successfully convinced the skeptics of the need to transform these functions. Through analysis, I determined the Regional Supply Room maintained 240 items, with less than eight percent of those items frequently ordered monthly. Electronic reporting was not available nor were supplies disbursed using the "First In/First Out Inventory Method." It was of the utmost importance to maintain sustainable regional efficiencies for this support activity. I initiated the following actions:

- Established a diverse team of functional experts, divisional stakeholders, and approval officials to conduct a Rapid Continuous Improvement Review.
- Led the operational review; determined recommendations to eliminate excessive supplies; improve business operations; and, assessed organizational benefit derived from contract resource investment.
- Collaborated with Comptroller and Acquisition Chief to establish divisional allocations for media-specific supply purchases and reduce contractor requirements in upcoming contract.
- Orchestrated the collaboration of IT professionals in developing an inventory tracking and reporting tool.
- Led communications campaign to influence change management.
- Directed the development of a first-ever Regional Supplies Management Policy and Standard Operation Procedures. Transitioned the Regional Supply Room from 240 items to a "Core" List of 22 items; established procedures for commercial purchase of non-core items and high volume orders; and, reduced contractor costs and leased space needs.
- Challenged "This Is the Way We've Always Done It" organizational mindset, increasing awareness of need for accountability and innovative thinking; Resulted in immediate cost savings of over **\$44K** in labor costs and reduced space needs by two-thirds.

LEADING PEOPLE

Prior to my appointment as Deputy Division Director, the Office of Policy and Management (OPM) was challenged with phases of management instability within the division. Over a short period of three years, executive leadership changed four times and branch/office-level management was also unstable at times. An Organizational Assessment and downward trending Employee Viewpoint Surveys confirmed the internal consternations giving way to decreased organizational vision, lackluster employee engagement, perceptions of apathetic diversity and

inclusion, and overall diminishing satisfaction. I immediately focused on the collective core needs of over 150+ total employees, contractors, and support grantees within the division to increase employee satisfaction and morale. By focusing on employee engagement, I established an OPM Vision of "All About the People" as we simultaneously strived for excellence in business management and regional operations. I spearheaded the redirection of the organization and garnered collaborative management-employee support in the following ways:

- Advocated and established a new leadership philosophy, communication strategy, and participatory involvement across the organization.
- Developed an Office of Policy and Management Action Plan which became the Divisions' foundation for forward progress. Culminated in development of an Office of Policy and Management Action Plan (Action Plan) identifying four priority focus areas: **Best Practices: Hiring Safeguards, Support Employee Development, Increase Employee Engagement, and Enhance Customer Service.** The Action Plan was shared with the entire Division for comments and ultimately became OPM's foundation for forward progress.
- Improved internal communications through the promulgation of a divisional Communication Plan which provided strategies for improving internal communications – Division Director/Immediate Office Messaging, Quarterly Newsletters, Quarterly employee-led Program Management Reviews with Division Director/Deputy, etc.
- Coached and mentored the newly formed OPM Positive Action Team (PAT), a diverse group of 10 staff employees from 10 functional areas, established to serve as advisory group to the Division Director and Senior Leadership Team on work environment, employee morale matters; and, facilitate communication, collaboration, and teamwork.
- Increased division-wide engagement through partnership with the OPM PAT. Developed Divisional Values – Integrity, Commitment, and Excellence; Collectively read and implemented philosophies of the *"FiSH" Book*; Supported a non-monetary quarterly individual and team award, Giving Recognition for Outstanding Work (G.R.O.W.) Award; and Held an OPM Team Up & Clean Up at a local park to promote divisional teamwork and environmental stewardship.
- Championed continued learning and growth of managers and staff. Allocated **\$47.2K** dollars in support of external training and development for managers (i.e. Unconscious Bias) and employees (i.e. Federal Executive Board Leadership Government Program), alike.
- Led Labor Management Forums with Unions which successfully resolved a myriad of region-wide concerns.
- Advocated for Region 4 Hiring Panel Guidance, establishing a formal region-wide consistency for GS-13 recruit and hiring actions; decreasing negative labor-relations interactions, complaints/grievances - mistrust, and the perception of favoritism in hiring practices.
- Attained, in one short year, significant increases in employee engagement (**up 4 points from 2015**) and global satisfaction (**up 6 points from 2015**) as evidenced in upward EVS data trends.

RESULTS DRIVEN

As Acting Assistant Regional Administrator (ARA), I led the organization in achieving unprecedented overall performance results. A major goal was to position the Region to exceed the Agency's small business goals. Given the uncertainty of receiving additional 4th Quarter funding (which in the past had been millions of dollars) for Superfund acquisitions and our ability to timely obligate the funds by September 30, at least one goal had eluded Region 4 over the past five years. Through effective goal-setting and program inclusive leadership, **Region 4 was recognized as one of three Agency organizations, and the only regional office, to achieve all 5 of 5 socioeconomic goals in FY 2015.** The following actions were taken to achieve this significant accomplishment:

- Co-chaired the Regional Management Team. Decisions on acquisition planning and upcoming contracts discussed, keeping in mind budget trends, significant milestones, challenges, and rapport of oneness to meet mutual goals.
- Supported and amplified internal and external outreach programs and customer service efforts of the Regional Small Business Program Manager.
- Provided executive-level internal outreach to all regional programs with emphasis on the Superfund Division, the Region's program with largest acquisition dollars.
- Ensured Remedial Action Contracts were awarded to small businesses for construction completions, to the maximum extent possible, without compromising mission needs to meet socioeconomic targets.
- Recommended 8(a) non-competitive contracts, to the maximum extent possible, for awards of \$4 million or less.
- Secured the continued agreement with the U.S. Army Corps of Engineers to award contracts to small businesses through the interagency agreement process rather than large businesses.
- Provided critical executive oversight of regional acquisition management in support of a **Small Business First Procurement Strategy** when conducting market research and awarding contracts.
- Received the **Director's Award for Outstanding Small Business Accomplishments** at the Administrator's 26th Annual Small Business Awards Ceremony, May 2016.

BUSINESS ACUMEN

As Comptroller, I encountered an almost \$300 million reduction in the Region's FY 2011 budget from the prior year. I successfully managed and allocated resources- financial, human, and technological- to meet mission requirements in a challenging and uncertain financial environment. Employing my expertise in financial management, all human capital needs and media program priorities were accomplished. I took appropriate **proactive** management action to consult labor-employee relations staff early, establish performance standards and counsel employee - written and verbal – on progress, and identify employee performance improvement needs on a long-standing supervisory performance deficiency, which impacted the organization's

leadership and business management credibility.

- o Executed an appropriated **regional budget of \$613.3 million (\$905 million prior year)** aligning with regional priorities, while effectively engaging 20 budget and acquisition professionals.
- o Initiated monthly management meetings with the Region's seven divisions to address budgetary, acquisition, and positional hiring concerns and needs. Practice adopted and continues today with current Comptroller.
- o Administered funding allocations, evaluated expenditure levels, ensured financial and human resources policies and Federal Acquisition Regulations were implemented, executed and followed.
- o Excelled in fiscal management and **met all mission essential functions on a reduced budget:** 99% Payroll and Full-Time Equivalent Utilization Rate, 100% Expiring Funds usage, met regional travel needs even after 50% reduction.
- o **Procured over \$86.8 million in goods and services** and with \$55.8 million (64%) contract dollars awarded to small businesses.
- o Provisioned for regional technology enhancements in the voice communications system and capabilities for video teleconferencing, webinars, data sharing, etc. Now as Deputy Assistant Regional Administrator, successfully migrated Region 4's Voice-over Internet Protocol (VoIP) systems to Region 8 as part of the Enterprise VoIP solution for continuity of services and deployed region-wide secure wireless to provide a protected and stable connection to the EPA network and the internet throughout the workplace.
- o Represented regional interests and national-level engagement as **Agency Lead Region Comptroller for 10 regions.**
- o Enforced personnel and performance management procedures, securing a voluntary position downgrade and reassignment for non-performing supervisor.

BUILDING COALITIONS

As the Region's Senior Information Official, I developed and enhanced coalitions internally, as well as with state, other federal, and international partners. I represent the Region as the Working Capital Fund Representative and also serve on the Chief Information Officer's Executive Management Council. My role as the Deputy Assistant Regional Administrator also provides me the opportunity to represent the Region on the Agency's Human Resources Council. In each of these Agency-level programs, I am required to work across the Agency to ensure the mission is being executed. In my capacity as Deputy Assistant Regional Administrator my level of leadership engagement increased exponentially enhancing my capability to support the protection of human health and the environment.

States. I managed the development of the Region's first-successful streamlined Performance Partnership Agreement (PPA) with the states of Kentucky and Florida- collectively receiving approximately **\$30M in total federal Performance Partnership Grant (PPG) funding.** Results introduced a new regional Performance Partnership Grant process.

- o Facilitated priority alignment and mutual goal-setting with the State Commissioner/Secretary and EPA Regional Administrator, along with Division Directors.

- Established a multi-media implementation team.
- Re-engineered review and comment process to utilize available technology
- (i.e. SharePoint, Meet-Me and Videoconferencing)
- Administered grants in accordance with grants management policies.

Federal. As the Region's representative, I led the implementation for **Presidential Executive Order (EO) 13693** – Planning for Federal Sustainability in the Next Decade. I collaborated with the General Services Administration's Regional Administrator and Federal Executive Board's Executive Director to establish goals and objectives for the Southeastern states.

- Established and led a diverse, multi-media EPA workgroup.
- Determined climate change vulnerabilities for over 190+ federal buildings considered mission critical.

International. Provided program oversight and leadership on activities with the EPA Office of International and Tribal Affairs (OITA), United States Agency for International Development (USAID), and Central American Free Trade Agreement - Dominican Republic (CAFTA-DR). EPA, Region 4 is considered an expert in international environmental affairs as a direct result of the Region's involvement in the five Central American countries (Costa Rica, El Salvador, Guatemala, Honduras, and Nicaragua) and the Dominican Republic.

- Facilitated high-level meetings with nine delegations from eight locations, including Jamaica, Great Britain, Kenya, Russia and Indonesia all desiring to emulate Agency programs, such as compliance and enforcement.
- Strengthened environmental, regulatory, and enforcement mechanisms for wastewater treatment and solid waste management.
- Selected as the first regional wastewater reference lab in Costa Rica as well as four national reference laboratories in Costa Rica, El Salvador, Guatemala and Nicaragua.
- Implemented a new West Africa interagency agreement between EPA and USAID as a result of the successes with CAFTA-DR.

PROFESSIONAL AFFILIATIONS/HONORS/AWARDS

- Member, Atlanta Federal Executive Board (2014 – 2016)
- Managerial Leadership Award Nomination (2016)
- Outstanding Performance Evaluation (2006- 2010, 2012, 2014-2016)
- Performance-Based Quality Step Increase (2004, 2007, 2009, 2016)
- Bronze Medal Recipient for Commendable Service (1995, 1998, 2002, 2016)

LEADERSHIP OF FUNCTIONS GIVEN AGENCY-LEVEL OR EXTERNAL RECOGNITION

- Recipient, EPA Office of Small and Disadvantaged Business Director's Award for Outstanding Small Business Accomplishments (2015)
- Special Recognition from EPA Chief Information Officer as first Region to complete Lotus Notes migration in the Agency (2016)

- Recipient, Atlanta Public Schools' Above and Beyond Partner Award (2016)
- Special Recognition from EPA Deputy Administrator for achieving the Agency's highest participation rate (82%) on Employee Viewpoint Survey (2016)

EDUCATION AND SPECIALIZED TRAINING

- Bachelor of Science, Business Administration, Major: Accounting (1990)
- Master of Business Administration (1994)
- Federal Executive Institute Graduate, Leadership for a Democratic Society (2011)
- Professional Executive Coaching, Personalized and Independent (2012)